

Kaibab Paiute Strategic Plan - 2010

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A. The Community Survey

On November 17, 2009, the tribe held a planning session, facilitated by Falmouth Institute, to develop a community survey instrument. There were nine people in attendance including the Tribal Chairperson. The one day training session covered strategic planning, land use planning, and development of a community survey. Additional topics discussed included the selection of the survey sample, wording of the questions, constructing the questionnaire, implementing the survey, analysis of the data, and presentation of the findings. A copy of the PowerPoint handouts is included in the Appendix.

The community survey instrument consisted of 26 questions with short and narrative responses. The survey was distributed door-to-door within the Reservation and by U.S. mail for off-Reservation tribal members. The entire Tribal membership was invited to participate and resulted in 64 responsive surveys returned to Falmouth Institute.

The detailed results of the survey are included in the Appendix.

B. The Planning Retreat

A two-day planning retreat was held at the Ramada Inn in St. George, Utah to focus on the outline and format of the strategic plan. We utilized this work session to gain input on the strategic planning process, SWOT analysis, visioning, defining core values, mission, and the plan to meet goals through setting objectives with an action plan and timeline. Four more community meetings, numerous committee meetings, and many one-on-one consultations were conducted over the next five months of this project. A total of 80 or more participants including Tribal leaders, department heads, staff, and community members worked together to draft and comment on the 2010 strategic plan.

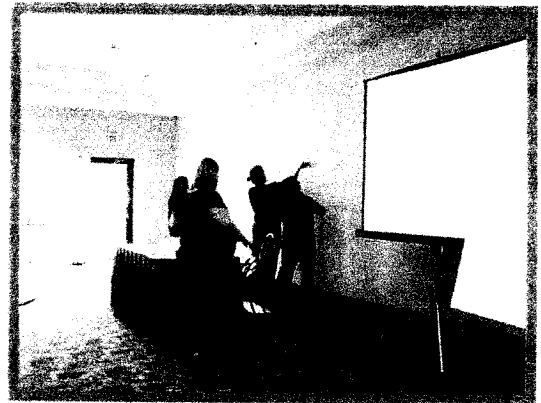
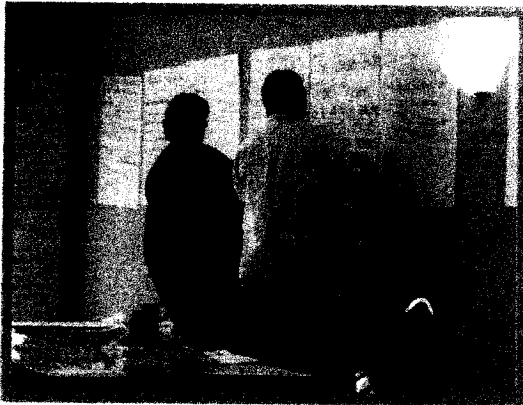


Kaibab Strategic Planning Retreat

C. Community Participation

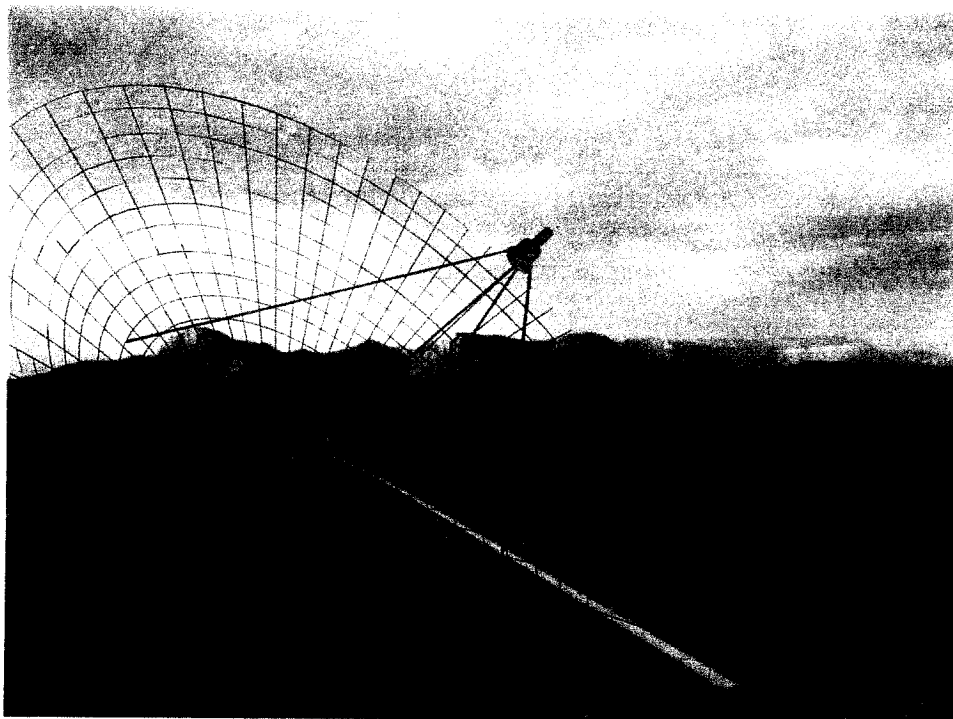
During this planning project, five public community meetings and numerous committee meetings were held inviting review and comment on the development of the plan.

Participation was solicited by posting notices, discussions with staff and employees, and word of mouth to the community.



Kailah department leaders participating in strategic planning meetings

Most of the meetings included lunch or refreshments. Also, there were a lot of one-on-one consultations between the facilitators and the community.



Pipe Spring Road

III THE PLAN – Vision / Mission / Core Values

We initiated the development of our vision, mission and values statements during the strategic planning retreat held on February 18 and 19, 2010 in St. George. We developed the framework for the strategic plan including the drafting of general goals and priorities. The strategic planning retreat involved tribal leaders, program managers, and community members to develop the framework for the strategic plan. This framework was then used for community-wide meetings involving the tribal members in the planning process to create the Strategic Action Plan.

The facilitated sessions were designed to engage the participants in developing a framework for developing strategies for Cultural Preservation, Housing, Economic Development, Education, and Health Care based on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.



Kaibab Paiute Community Members discussing the Plan

Tribal members and department leaders considered questions such as:

- ❖ What are the issues and obstacles that block our progress towards our shared vision?
- ❖ What are our economic development priorities?
- ❖ What specific factors must be considered in order to develop our Core Values, Vision and Mission Statements?
- ❖ What are specific actions we need to take in the next one-three years?

A. SWOT ANALYSIS

A key component in the development of the 2010 Kaibab Paiute Strategic Plan was the utilization of the SWOT analysis. The SWOT analysis helped to identify several of the Tribe's Strengths, Weaknesses, Opportunities, and Threats. The goal of the analysis was

to engage Tribal participants in evaluating the Tribes' internal (strengths and weaknesses) and external (opportunities and threats) environment.

Strengths and weaknesses of the Tribe were considered when addressing both positive and negative aspects of the environmental, social, economic and cultural attributes of the Tribe.

The following comments were compiled by Tribal leaders, community members and staff and are listed below in Table 1.

Table 1. Strengths, Weaknesses, Opportunities, Threats

Strengths	Weaknesses	Opportunities	Threats
Perseverance of Kaibab Paiute People	Lack of communication	Creating jobs through sustainable development	Reduction in sovereignty
Unity	Lack of funding	Education for Kaibab Paiute members	Loss of gaming compact
Beauty of location	Negativity	Intergovernmental relationships	Encroachment by neighboring development
Leadership	Lack of participation	Build and improve on existing programs	Eminent domain - federal taking of right of way
Good physical Infrastructure	Nepotistic Strife	Tourism - controlled pedestrian and equestrian trails	Withdrawal of grant funding
Solid legal infrastructure - codes and ordinances	Erosion of traditional values	Agriculture, farmer's market	Depletion of groundwater table
Financial Stability	Lack of formal education	Entrepreneurial opportunities	Lack of participation
Tenacity	Lack of work experience		Impacts of uranium mining
Assertiveness			

The SWOT analysis was instrumental in developing short and long-term planning strategies and identifying areas of opportunities to improve, enhance and increase the quality of living for Kaibab Paiute Tribal members.

The SWOT Strategies matrix is a model used to assist in developing strategies by properly categorizing the strengths – opportunities (SO), weaknesses – opportunities

(WO), strengths – threats (ST), and weaknesses – threats (WT).

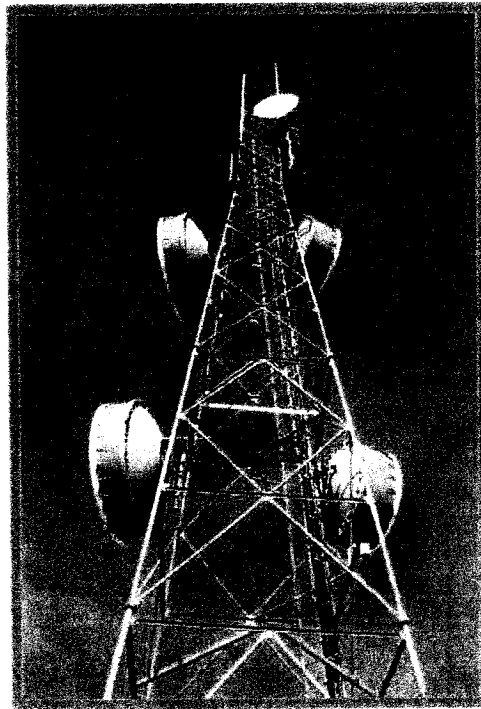
The SO category is used to develop strategies that use the strengths of the Tribe to maximize opportunities. The WO category is used to develop and create strategies that minimize weaknesses by taking advantage of opportunities. The ST category is used to develop strategies that minimize the Tribe's threats by using its strengths. The WT category is used to develop strategies that minimize the Tribe's weaknesses and avoids threats.

Table 2. SWOT Strategies Matrix

	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO - Strategies that use strengths to maximize opportunities.	WO - Strategies that minimize weaknesses by taking advantage of opportunities.
Threats (T)	ST - Strategies that use strengths to minimize threats.	WT - Strategies that minimize weaknesses and avoid threats.

Source: Using TOWS matrix, Mindtools.

The SWOT Strategies Matrix for the above categories was developed for each of the strengths, weaknesses, opportunities, and threats from Table 1. This matrix is shown on the next two pages and was instrumental in developing the overall Tribal strategies.



Moccasin Communications Tower

Table 3. SWOT Strategies Matrix (Continued)

	S1	S2	S3	S4	S5	S6
O1	Beauty of location <i>Tourism controlled pedestrian and equestrian trails-</i>	Kaibab Paiute People & Unity <i>Education for Kaibab Paiute members</i>	Financial Stability <i>Creating jobs through sustainable development</i>	Leadership <i>Creating jobs through sustainable development</i>	Solid legal infrastructure - codes and ordinances <i>Intergovernmental relationships</i>	Good Physical Infrastructure <i>Build and improve on existing programs</i>
O2		<i>Entrepreneurial opportunities</i>	<i>Build and improve on existing programs</i>	<i>Intergovernmental relationships</i>		<i>Agriculture, farmer's market</i>

	S1	S2	S3	S4	S5	S6
T1	Beauty of location	Kaibab Paiute People & Unity <i>Lack of participation</i>	Financial Stability <i>Loss of gaming compact</i>	Leadership <i>Reduction in sovereignty</i>	Solid legal infrastructure - codes and ordinances <i>Encroachment by neighboring development</i>	Good Physical Infrastructure
T2				<i>Withdrawal of grant funding</i>	<i>Eminent domain - federal taking of right of way</i>	
T3				<i>Impacts of uranium mining</i>	<i>Depletion of groundwater table</i>	

Table 3. SWOT Strategies Matrix (Continued)

	W1	S2	S3	S4	S5	S6
O1	Lack of communication <i>Build and improve on existing programs</i>	Lack of funding <i>Creating jobs through sustainable development</i>	Negativity <i>Build and improve on existing programs</i>	Lack of participation <i>Education for Kaibab Paiute members</i>	Nepotistic Strife <i>Education for Kaibab Paiute members</i>	Erosion of tribal values <i>Education for Kaibab Paiute members</i>
O2		<i>Entrepreneurial opportunities</i>				

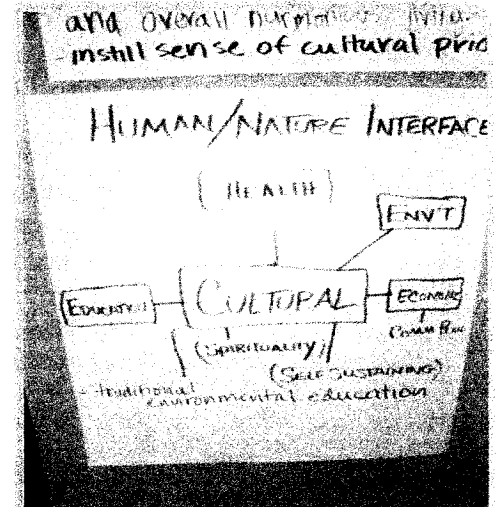
	W1	W2	W3	W4	W5	W6
T1	Lack of communication <i>Lack of participation</i>	Lack of funding <i>Withdrawal of grant funding</i>	Negativity	Lack of participation <i>Depletion of groundwater table</i>	Nepotistic Strife	Erosion of tribal values <i>Loss of gaming compact</i>
T2	<i>Encroachment by neighboring development</i>	<i>Reduction in sovereignty</i>				

B. Vision Statement

The Vision Statement is an overall image statement that describes what Tribal leaders and community members want their community to be and how they want it to look at some point in the future. The Vision Statement is the starting point for the creation and implementation of the Strategic Action Plan.

Tribal leaders and community members identified important needs of the Kaibab Tribe such as job creation and increased income for tribal members, livable housing, better education opportunities, accessible health care and preservation of our culture and traditions.

The 2002 plan states that "The real issues facing an organization become manifest when placed under the light of a practical vision. Without a vision, problems and anxieties are relegated to "lists of things to do" or are explained away as personal conflicts. As a group considers the entire range of its issues together root causes can be uncovered and objectified for sober consideration."



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A vision statement was developed for each of the five disciplines emphasized in this plan followed by a vision statement for the tribe.

Vision Statements were specifically developed by tribal departments including Cultural Preservation, Economic Development, Health, Housing and Education. Cultural Preservation and Economic development were the unifying theme throughout the Visioning process as each ranked high in terms of importance and priority level.

Tribal leaders agreed that any aspect of or act performed by the Tribal Government should be performed with cultural preservation in mind.

Tribal staff and community members participated in Council meetings, housing, education and economic development committee meetings and informal gatherings to discuss the needs, goals, priorities and desired strategies included in this plan and will be tasked with the responsibility of ensuring the visions of today become the realities of the future.

The Vision Statements in Table 4 were developed by planning participants.

Table 4. Vision Statements of Tribal Departments

Vision Statement
Cultural Preservation: To continue to preserve the Kaibab Paiute culture, land and values while moving in a balanced and consistent manner toward becoming a self-sustaining Nation.
Economic Development: To promote a healthy lifestyle while providing a sense of safety and security in our villages while developing infrastructure and revenue generating business opportunities and partnerships for the Kaibab community.
Health Care: To become a self-sustaining people living in harmony and working together for the good of our people by utilizing a combination of traditional healing practices and modern medicine.
Education: To develop a self-sustaining reservation through cultural preservation, education, economic development, healthy living, strong Tribal governance and a commitment to supporting the educational efforts of our students and youth.
Housing: To have quality energy efficient homes that meet health and safety codes of adequate size to accommodate families with sufficient bathrooms, bedrooms, kitchen space, enclosed garages when desired, and livable yards and neighborhoods.

The above vision statements were discussed in detail and consolidated into a Vision Statement for the Tribe a whole.

The Kaibab Paiute Tribal Vision Statement

The Vision of the Kaibab Band of Paiute Indians is to promote cultural preservation, while improving our quality of life by offering secure housing and improved healthcare, higher education and sustainable economic development opportunities leading to financial security for our Tribal Government and community members.

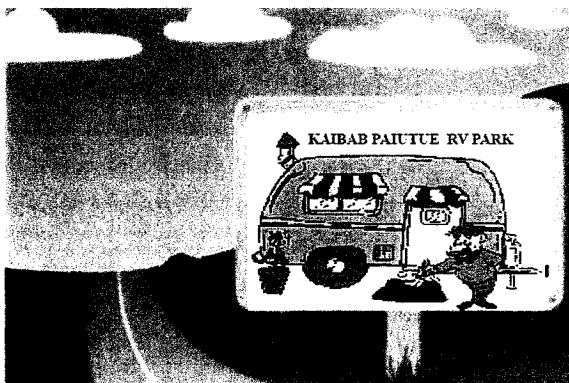
~ Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world. ~

Joel A. Barker

The Strategic Planning and Visioning process is often approached in a strictly theoretical context; as a result, planning participants risk losing the practical application and benefits of the visioning process. The following scenario describes the practical application of the vision of the Kaibab Paiute Indian Reservation vision from the perspective of a 3rd year Kaibab Paiute medical student.

JESSE is what my friends call me at school but my real name, my Paiute name, is Keenah. I'm a 3rd year pre-med student at UofA and I just finished some of my most grueling final exams yesterday afternoon. I'm driving home to see my parents and three brothers and two sisters on the Rez.

I just passed the new billboard in Hurricane advertising the Paiute RV Resort at Pipe Springs. I can't wait to see more of the recent improvements to the campground with the new indoor/outdoor swimming pool and pavilion with outdoor concerts. Next month, Diamond Rio is scheduled to appear. My brother already has reserved tickets using our Tribal Member discount.

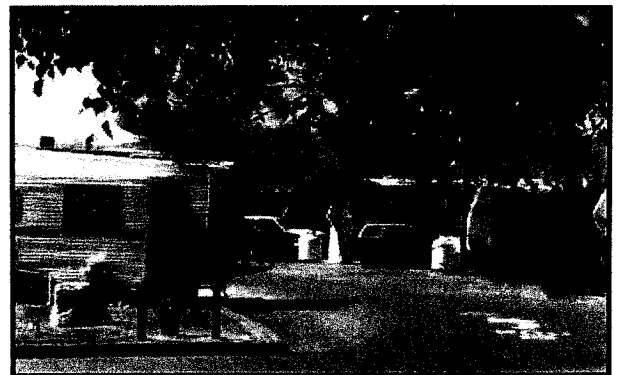


I have to pick up my younger sister at Mohave Community College, Colorado City Campus, tomorrow. She attended her first two years of college and received an Associate's degree in



science at that campus. She returns to the campus twice a month to tutor math students. It's a great outreach program that supports Native American students interested in pursuing higher education. Her goal is to get into Veterinary School once she gets her bachelor's degree from ASU.

My older brother graduated from UNLV last year with a degree in Civil Engineering and is now working for Kane County in the Public Works Department as the Roads / Transportation Director. He helped to facilitate the installation of the new wind turbines on Moccasin Ridge.



Executive Summary

The Kaibab Band of Paiutes' Tribal Government has been growing quickly over the past several years. With that growth the Tribe has developed a strong capacity for running programs and building our community. The Administration for Native Americans (ANA) provided funding for the development of a Strategic Plan through a Social Economic Development Strategy (SEDS) grant. This project will help focus and guide our future development. The 2010 Kaibab Strategic Plan summarizes overall goals and priorities for the Kaibab Band emphasizing cultural preservation, housing, economic development, health care and education. The 1980 Overall Economic Development Plan (OEDP), the 2002 Strategic Plan, and the 2005 Integrated Resources Management Plan (IRMP) were the primary planning documents that the tribe had developed in past years.

Tribal community involvement was paramount in the development of this plan and was demonstrated through five public community meetings, a community survey, several committee meetings, and comments and feedback that were integrated into the draft and final reports. Kaibab Band leaders and staff also participated in the development of the plan by providing historic information and statistical data about the tribal programs that were reviewed and incorporated into the plan. Availability of various funding opportunities and other potential resources were discussed to ensure the long-term successful implementation of the plan. We took the information that we heard at these planning sessions and reviewed the values statements, mission statement and vision of prior documents and refined them to the statements you find in this strategic plan.

The primary purpose of the Kaibab Paiute Strategic Plan is to establish strategic goals based on five key areas: Building a sovereign Nation through sustainable economic development, celebrating our culture, providing livable and affordable housing to all of our residents, enhancing educational opportunities, and sustaining a healthy community.

The five areas identified as the highest priorities for the Kaibab Paiute Tribe are:

Economic Development – The goal is to create new and better paying jobs for tribal members and generate long-term sustainable revenues for the tribal government and tribal families. Achievement of this goal can be attained by developing new profitable and sustainable businesses on or near the reservation. These businesses can be chartered by the tribe or developed as private businesses, owned and managed by tribal members. A key to being successful in meeting this goal, is identifying sources of funding for entrepreneurial initiatives and economic expansion of projects such as RV Park campground, convenience store renovations and expansion, construction enterprise development, and through ongoing reviews and expansion of commercial leases and rights-of-way.

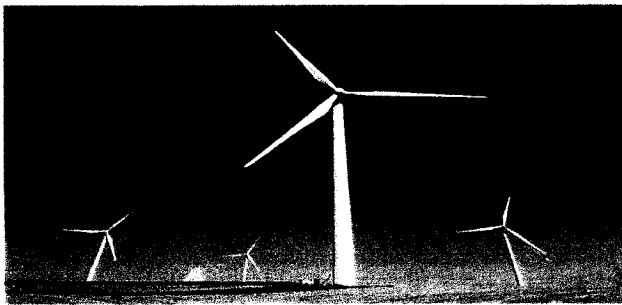
The Tribe has developed a tribal enterprise, the We'ava Kahn Construction Enterprise, to construct homes and other facilities using compressed adobe earth materials. The Band has also designed a housing subdivision on fee lands in Fredonia to construct adobe homes for resale to the public.

He's so different from our oldest brother who has been studying to get into Harvard next year so he can get his law degree and serve as the Tribal attorney. I think that will be so cool.

Communications and Sustainable Energy

I called him last week for advice about buying a new cell phone service agreement. I want to get the new iPhone but I wasn't sure if I would have cell reception on the Reservation. He said it wouldn't be a problem anymore thanks to the new communication repeaters on Moccasin Ridge.

He also mentioned the new sustainable energy initiative of the Tribe. I couldn't believe my eyes when I saw those eight wind turbines generating 12 megawatts from wind power.



The generators were slowly turning in the winds, making energy to offset the high energy costs to the tribe and all of the tribal members.

Travel and Tourism Plaza

Speaking of energy, I sure could use some caffeine right now. I'll stop in and say "Hi" to my cousin, Ravin, who just started working at the convenience store. The store looks so much nicer now that it's been expanded to a full travel and tourism center.



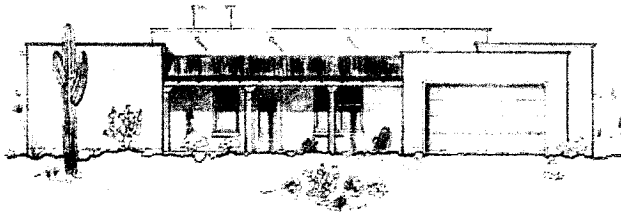
It has a lot of activity with the new vendor booths, the expanded gift shop, mechanic shop, and short order restaurant. It's become a regular stop for tourists and the tour buses coming through the area. I might also run my Silverado through the car wash while I'm there. The campers at the RV resort and tourists visiting Pipe Springs National Monument really enjoy the farmer's market this time of year and it generates steady income for the Tribe.

Health Care Clinic

The Tribal Council decided to use some of the income from the convenience market to offset costs of the new Health Clinic wing at the Tribal Administration Building. It's a full Health Clinic that provides health and dental services to the tribal community and has made such a difference to my Mother and my Aunt who are working to improve their health. They are all now successfully managing their diabetes and helping others do the same.

New Housing Construction

My sister and her husband just moved into one of the large new adobe homes. We're definitely going to spend the holidays at their house this year. The new homes have full 2 1/2 car garages, landscaped yards, a fireplace and large bedrooms. I remember when I was a kid; I had to share one single bedroom with all three of my siblings. It's nice to know that my nieces and nephews now have their own bedrooms.



We'ava Kahn Adobe Home Construction

My brother-in-law works at the We'ava Kahn construction enterprise which now has three construction crews working throughout Northern Arizona and Kane County Utah. They are building an adobe entrance fence to the Pipe Springs National Monument today. The new NPS Administration building was completed last fall.

almost all the children under the age of 14 are fluent in both English and Paiute languages and even the elders and many of the adults are becoming bilingual, learning the Paiute language and speaking it regularly in their homes, at the Tribal offices, and in school.

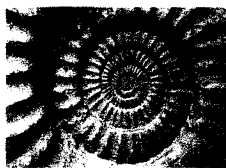
I've only been home for a few hours and I already feel a renewed sense of pride in calling the Kaibab Paiute Indian Reservation my home. It's reassuring to know that new jobs are being created for most Tribal members who live on or near the Reservation and that the developments on the fee lands that the Tribe owns in Fredonia have been successful in bringing in new revenues to the Tribe and jobs for its members.

Elder Center and Community Garden

My Brother-in-law always looks forward to the holidays when my Grandmother makes the best venison stew using fresh ingredients from the Community Garden. She seemed much happier the last time I came home from school. I'm sure it's because she can meet, socialize and play cards with her friends at the new Elder Center and Community Garden. The Elders often work in the Garden tending to the organic section that the 4-H club set aside to grow crops without chemicals or fertilizers. My Grandmother took my niece to the Child Care center across the street from the Garden today. The elders teach and discuss cultural traditions with the children on a regular basis.



Language and Cultural Preservation



It is so nice to hear the children and the elders talking together in Paiute as if the language was always a part of their life. It's interesting to note that

I will look forward to returning to the Reservation often after graduation and hope to share my experiences, knowledge and to embrace my Kaibab Paiute heritage and culture.

C. Defining Core Values

Core values such as maintaining tribal unity, family loyalty, and a commitment becoming a self sustaining people are some of the ideals and principles considered of most importance to the Kaibab Paiute Tribe.

Additional core values such as superior customer service, high ethical standards, healthy living habits, and a commitment to professional service and education were also considered important to the long-term success of the Tribe.

Table 4 below lists the core values identified by Tribal leaders and community members.

Table 5. Core Values

Organizational related values	Community related values
Excellent customer service	Healthy and strong community
Service skills	Self sustaining people living in harmony working together for the good of the people
Communication skills	Family loyalty, tribal loyalty, communal prosperity
Responding to messages, memos, letters promptly	By working for the people, you are making a commitment for them and are dedicated to their well-being.
Professional service	Unity as a tribe
Excellent communication	Unity from top the top down
Responsive to client needs	Family and community
Ethics, honesty, time management, dependability, respect	Culture and Cultural Integrity
Laws against discrimination/equal rights	Empathy with tribal members and with employees
Work ethics	Instilling self worth through tribal pride (youth)
Respect and honesty	
Being proactive instead of reactive	
Efficient at all times and in everything that we do	
Accommodating all populations	
Relationship building while maintaining an effective government	

D. Mission Statement

The Kaibab Paiute tribe has a purpose; a reason for being that should be conveyed to clients, visitors, and the community in a clear and concise statement. The core values identified in the previous section were used to develop the following mission statements.

During the strategic planning retreat, Tribal participants worked in five groups to develop a statement that provided information on the purpose of the organization, the business of the organization, and the values of the organization.

Table 6. Mission Statements of Tribal Departments

Mission Statement
Cultural Preservation – The Mission of the Kaibab people is to continue to be caretakers and stewards of our traditional territories and to provide for our people through quality and quantity of life sustaining services for the continuance of our traditional way of life.
Economic Development – The Mission of the Kaibab people is to provide quality government services to all tribal members through excellent, efficient communication and professional service.
Health – The Mission of the Kaibab people is to exhibit excellent work ethics, customer service, and provide equal employment opportunities to all regales of race, creed, sex, and origin while ensuring the tribe has a voice in local, regional, and national issues.
Education – The Mission of the Kaibab people is to promote the health, welfare, and safety of Tribal members by displaying ethical, responsible and respectful attributes in the daily operations of the tribal government.
Housing - The Mission of the Kaibab people is to foster respect for family and community by honoring honesty in work ethics drawn from traditional education and values.

Through discussions in community meetings and committee meetings, the above mission statements for the five disciplines were consolidated into a mission statement for the tribe as a whole.

The Kaibab Paiute Tribal Mission Statement

The Mission of the Kaibab Paiute Tribe is to positively affect the health, economic welfare and safety of our people while providing a high-quality life, equal employment opportunities and life sustaining services for the continuance of our traditions and way of life.

E. Short Term Goals and Objectives

Short term goal setting helps the Tribe move forward in a positive direction over the next 1-3 years. The Tribe wants to assure that it takes advantage of the various grants and funding assistance available to help meet the goals and priorities that it has established for itself. It is vital that jobs are created and revenue is generated through sustainable economic development. The Tribe as a community must ensure that its people have a renewable, high-quality water supply and safe, energy efficient and affordable housing. Immediate actions need to be taken to meet health and education priorities without delaying for some distant future.

Short-term goals can be initiated quickly by focusing available resources toward specific purposes. Examples of short-term goals include activities in which resources are available and ready to move forward. The opening of the Day Care Center is an example of a project that has been discussed for many years and is nearly ready to put into operation. The tribe has the financial resources, the available facility, and staff ready to go to work. By focusing on this priority, it can be accomplished quickly.

F. Long Term Goals and Objectives

A long-term goal is a statement of intent for a future event that provides overall direction of where the Tribe wants to be in the next 4-10 years. In order to meet long-term goals, it is necessary to begin working toward achieving those goals early on and not wait until later to begin the tasks. Typical long-term goals that require dedication and perseverance to see them achieved are such things as:

- Ensure economic security of the Tribe by generating stable income for Tribal Government operations and establish several funding sources that are not dependent on each other to provide money for government operations.
- Develop a sustainable economy in order to maintain a vibrant and healthy community.
- Enhance housing for elders and Tribal members including an adequate supply of safe, high-quality housing for all household income levels.

Examples of actions that can help meet long-term goals are projects that take time, planning and money to initiate, such as improvements to the RV Park Campground and the training and development of our We'ava Kahn Construction Enterprise.

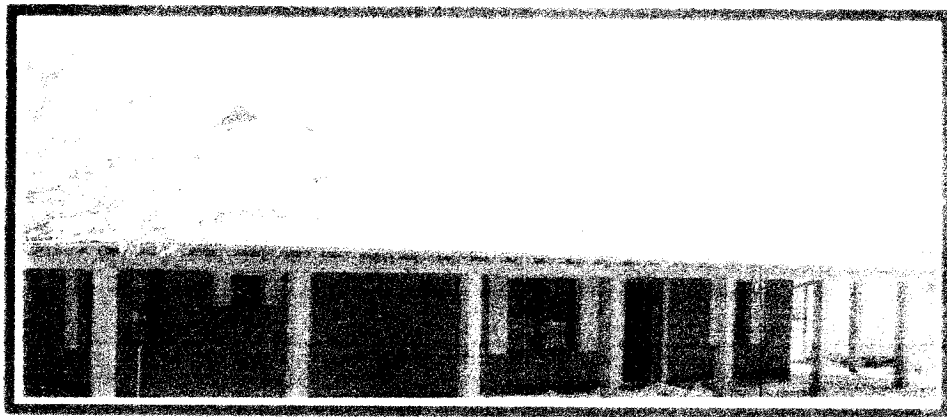
The Kaibab Paiute RV Park Campground

The Tribe has proposed to make renovations and expand the existing campground to employ people, to generate revenues, and to make it financially sustainable over time. We want this to be a profitable business; a RV Park with a clubhouse and other amenities.

By making improvements, we can market the campground and provide spin-off jobs in arts and crafts manufacture and sales, horse rentals and trail rides, a short order food court business, and guided tours. We are seeking grant assistance to make the needed improvements.

We'ava Kahn Construction Enterprise

The proposed We'ava Kahn Construction Enterprise is a residential construction business chartered by the Kaibab Band of Paiute Indians. The Enterprise will focus on building quality compressed-earth adobe homes using sustainable construction materials and renewable energy systems in Mohave and Coconino Counties of northern Arizona.



Adobe Transition Home

We'ava Kahn Construction Enterprise can build individual homes on and near the Reservation. The first home built in 2009 is small transition home funded by HUD. The Enterprise may build homes on the Reservation for Tribal families and utilize the HUD 184 or USDA Rural Development Self-help mortgage guaranty program for financing. The Enterprise can also purchase individual building lots and build homes for resale. The building of these homes will provide a way for our construction team to get experience in building with adobe and provide examples or models of what can be accomplished.

Fredonia SubDivision Housing Development

The Tribe owns a ten-acre parcel of fee land in Fredonia and has subdivided it into 30 building lots on which to build a custom adobe homes for resale. The crash in the housing market has delayed this development. Ground breaking is not expected to begin on the subdivision until the time that the housing market shows two calendar quarters of positive improvements with the forecasts for positive home sales for the future and a favorable consumer confidence rating. This may take between six months and three years or longer.

IV. Strategic Action Plan

The primary purpose of the strategic planning process is to identify goals, objectives, and tasks that advance both short-term and long-term plans and projects of the Kaibab Paiute Tribe. Goals are general statements of intent that provide overall direction and describe future events stated in realistic and relevant terms. Goals are supported by specific objectives, actions and tasks. In addition, the responsible party or lead person and timeframe for each of the activities and tasks are identified and used as a guide to establish and track the progress of each goal.

The final step in the strategic planning process involved Tribal members developing a Strategic Action Plan with goals, objectives, and strategies. For each goal, the participants developed objectives, actions or activities to accomplish the desired goals and objectives. In addition, the responsible party or lead person and timeframe for each of the activities were identified and added to the appropriate goals and objectives.

The following Strategic Action Plans were developed for Economic Development, Housing, Cultural Preservation, Healthcare and Education. It should be noted that specific initiatives relating to Transportation were included in the Economic Development discussion.

Table 7. Strategic Action Plans

Economic Development Goal: Ensure Economic Security of the Tribe & its Members

Objective 1:	Action:	Responsible Party:	Timeframe:	Milestone
Make improvements to the RV Park Campground to enable profitability	Complete improvements laid out in HUD ICDBG grant application including adding sites, improving water, sewer, electric and new clubhouse	Community Services Director	1 Year	
Make improvements to the C-Store, add vendor spaces and include a farmer's market	Make improvements to and expansion of the C-Store by installing vendor booths and farmer's market	Community Services Director	2 Years	
Utilize We'ava Kahn Construction Enterprise to build homes and other facilities on the Reservation	Utilize adobe construction for any on-Reservation construction projects as appropriate, pending housing market rebound	We'ava Kahn Construction Enterprise	1-5 years	
Objective 2:	Action:	Responsible Party:	Timeframe:	Milestone
Generate sufficient stable income for Tribal families	Provide families with financial education, wage adjustments, career support, and small business training.	Human Services Director	2-5 years	
	Establish affordable child care on the Reservation for working families, Complete Day Care Center and open for services	Education Committee	1 year	
	Provide Entrepreneurship Training Workshops to Kaibab Tribal Members	Economic Development Director	Years 1, 2 and 3	
	Provide Technical Assistance and Startup Assistance to member-owned businesses (arts and crafts manufacture, food sales, hair salons, mechanic / auto repair shops, etc.)	Economic Development Director	Years 1, 2 and 3	
	Establish vendor booths at convenience store for Kaibab members	Economic Development Director	2-3 years	
	Develop apprenticeship program for members to replace non-member employees	Economic Development Director	2-5 years	
Objective 3:	Action:	Responsible party:	Timeframe:	Milestone
Generate stable income for Tribal Government operations	Establish several funding sources that are not dependent on each other to provide money for government operations	Economic Development Director	2-10 years	
	Pursue Tax Code – Consider Possessory Interest Tax on Capital Improvements	Economic Development Director	1-2 years	
	Lake Powell Pipeline Right-of-Way Negotiation	Economic Development Director	2-6 years	
	Pursue Commercial Leases including:			
	Review co-location of microwave and other users on existing towers	Economic Development Director	2-5 years	
	Review cellular tower lease including rent tariff	Economic Development Director	1-3 year	
	Review Commercial Rights-of-way for compliance and trespass	Economic Development Director	1 year	
	Pursue/review AT&T Fiber Optics Cable	Economic Development Director	1 year	

Economic Development Goal: Ensure Economic Security of the Tribe & its Members (CONTINUED)

Objective 4: Ensure sustainable and controlled development of economic opportunities	Action: Develop tribal laws and policies that must be followed when considering economic or transportation investment projects	Responsible party: Transportation Director	Timeframe: 5-10 years	Milestone
	Make improvements to RV Park Campground	Economic Development Director	1-2 years	
	Obtain listings in Woodall's, Trailer Life, AAA, Good Sam Club, etc.	Economic Development Director	Year 2	
	Develop Fredonia "We-Ava Kahn" Subdivision	Housing Director	When Housing market rebound	
Objective 5: Optimize the use of Tribal lands by identifying funding to seal, pave and/or reconstruct roadways within and exterior boundaries of the reservation	Action: Perform maintenance on RV Park roadways, Cemetery Road, Moccasin Wash Bridge IR30 and	Responsible party: Transportation Director	Timeframe: 1-3 years	Milestone
Objective 6: Develop wind turbines to efficiently manage the Tribe's energy needs	Action: Complete agreement and development with Tom Tureen and company	Responsible party: Economic Development Director	Timeframe: 1-2 years	Milestone

Housing Goal: Improved Housing Conditions for all Tribal Members & Their Families

Objective 1:	Action:	Responsible Party:	Timeframe:	Milestone
Define housing availability programs - Section 184	Educate Housing staff about various housing programs	Housing Director	1-3 years	
	HUD: NAHSDA, HOME, RHBG	Housing Director	1-3 years	
	USDA, Affordable Housing, Low Rent, Mutual Help	Housing Director	1-3 years	
	Develop Elder Duplexes - Housing at Kaibab near Elder Center	Housing Director	1-3 years	
	New/Expanded Subdivision near Six Mile/Eagle Mountain	Housing Director	1-3 years	
	Complete Adobe Transition House	Housing Director	8/30/2010	COMPLETE
Objective 2:	Action:	Responsible Party:	Timeframe:	Milestone
Provide livable housing for all tribal elders including a centralized Elder living location near the senior center.	Obtain input from elders regarding maintenance costs and rental rates	Housing Director	1-3 years	
	Involve the community in the planning project	Housing Director	1-3 years	
	Conduct educational Elder/Youth community meetings	Housing Director	1-3 years	
	Solicit funding	Housing Director	1-3 years	
Objective 3:	Action:	Responsible Party:	Timeframe:	Milestone
Provide livable housing options to single persons and	Identify sources of funding.	Housing Director	1-2 years	
Help younger people learn life skills, budgeting and asset investment techniques	Utilize Mohave Community College and Cooperative Extension Service in providing education and resources	Housing director	1-2 years	
Objective 4:	Action:	Responsible Party:	Timeframe:	Milestone
Promote Homeownership Skills & Maintenance	Incorporate maintenance objectives through all housing activities	Housing Director	1-5 years	
Provide monthly classes for skills/ maintenance to develop self esteem and pride in ownership.	Utilize all housing staff to provide hands on training of community members.	Housing Director	1-2 years	
Objective 5:	Action:	Responsible Party:	Timeframe:	Milestone
Provide Tribal members with necessary tools to own small businesses by gaining skills, knowledge, and experience.	Provide internships (paid and unpaid), provide tools (incentives), tribal mentors, opportunities for training and conferences.	Human Resources Director, Enterprise Board	1-2 years	
Develop a housing apprenticeship program	Provide training for tribal members to become housing professionals	Housing Director		
Objective 6:	Action:	Responsible Party:	Timeframe:	Milestone
Establish Rental Property Improvements Program				
Provide incentives for improvement of yards and landscaping of home sites.	Provide gift certificates, public and tribal acknowledgement, utility deductions to maintain yards	All Housing staff, Housing Owners & Renters	1-2 years	

Improved Housing for Tribal Members – The Tribe proposes to educate housing staff on available housing finance programs and provide tribal members with the necessary tools to develop life skills in support of budgeting and taking pride in home ownership. We hope to be able to provide clean affordable housing to all our members without overcrowding and excessive rent and mortgage obligations.

Cultural Preservation – The Tribe desires to preserve the Kaibab Paiute language and culture through the development of Kaibab Paiute history books and published language dictionaries. We want to assure that our heritage and traditions are woven throughout our community and incorporated into all of our programs, projects and activities. Cultural concerns should be considered in all development options and activities.

Health – The Tribe believes that all of our residents should have access to quality health care and that we should encourage healthy lifestyles. We desire to provide access to the support structures needed without traveling long distances for routine and regular treatments and diagnosis. We want to take aggressive action to prevent the onset of new cases of diabetes by conducting monthly diabetic clinics and promoting the benefits of daily exercise and proper diet.

Education – The Tribe recognizes the value of education to our future generations and the strength of our tribal government and the viability of our community. We desire to strengthen educational programs by encouraging greater parental involvement in student early development and K-12 education and by emphasizing the importance of higher education to tribal youth. We have adopted a lifelong learning goal from early childhood through the elder programs.



Cultural Preservation Goal: Preserve our Southern Paiute Culture & Language

Objective 1: Preserve the Kaibab Language by creating an oral dictionary	Action: Record speakers, compile spoken words into one reference guide	Responsible Party: Cultural Preservation Officer, Elders, Language Officer	Timeframe: 1-5 years	Milestone
	Identify volunteer or paid scribes. Use incentives.		1-3 years	
	Inventory language levels and conduct language preservation meetings		1-3 years	
Objective 2: Compile and develop history book	Action: Interview elders, review interviews	Responsible Party: College Intern, Cultural Preservation Officer Cultural Preservation Officer	Timeframe: 2 years	Milestone
	Draft and publish final manuscript of history books		2 years	
Objective 3: Create classes for cultural activities and revive cultural practices.	Action: Identify cultural teachers, crafts, songs and dances	Responsible Party: Cultural Preservation Officer	Timeframe: 2 years	Milestone
	Conduct monthly field trips to significant cultural places		2 years	
Objective 4: Catalog artifacts	Action: Hire an archivist, identify interns to catalog artifacts	Responsible Party: Archivist	Timeframe: 3-5 years	Milestone
	Develop an artifact cataloging / tracking system		3-5 years	
Objective 5: Assemble all existing resources.	Action: Obtain photos, documents, materials and transfer to digital format.	Responsible Party: Language and Cultural Preservation Officers	Timeframe: 3 years	Milestone
	Determine all off reservation resources at universities and museums.			
	Contact various universities to establish cultural partnerships	Cultural Preservation Officer	2 years	

Health Care Goal: Promote Benefits of Healthy Living

Objective 1:	Action:	Responsible Party:	Timeframe:	Milestone
Improve access to health care providers	Construct a new Clinic or Health Care facility on the Reservation	Health Director	3-5 years	
Objective 2:	Action:	Responsible Party:	Timeframe:	Milestone
Prevent onset of new cases of diabetes	Conduct monthly diabetic clinics	Health Educator, Nurse, CHR	1 - 2 years	
	Conduct weekly food processing and disease prevention workshops	Health Director	1 - 2 years	
	Teach daily exercise classes at the gym	Health Director	1 year	
	Teach healthy daily lifestyle habits during home visits	Health Director	1 - 2 years	
	Ensure clients receive regular health care exams	Health Director	1 - 2 years	
	Prepare and support a community garden	Natural Resources Program	2-3 years	

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	Teach healthy daily lifestyle habits during home visits	Health Director	1 - 2 years	
	Ensure clients receive regular health care exams	Health Director	1 - 2 years	
	Prepare and support a community garden	Natural Resources Program	2-3 years	

Education Goal: Enhance Lifelong Learning Educational Programs

Objective 1:	Action:	Responsible Party:	Timeframe:	Milestone
Secure additional funding for educational needs - K through 12	Educate parents about special education programs and available funding	Education Director	1-2 years	
	Work with AZ Department of Education to secure representation on local school boards	Education Director	1-2 years	
	Allow Education Director to approve funding requests based on approved policies & procedures	Education Director	1-2 years	
Objective 2:				
100% pass rate for Middle School and High School Students	Involve parents in the educational process	Education Director...	1-2 years	
	Hold quarterly parent meetings	Education Director	1-2 years	
	Provide on-site tutoring for K-12	Education Director	1-2 years	
	Have summer school classes conducted on site	Education Director	1-2 years	
Objective 3:				
Promote in-home preschool mentoring and education assistance to families	Establish regular home visits with all Tribal members who reside on Reservation and have children under the age of 5; focus on lifelong learning	Education Director	1-3 years	
	Complete renovations to Day Care Center, hire staff, and open for business	Education Committee	1 year	

V. Updating the Plan and Reporting Progress

In order to monitor, amend and update the plan on a regular basis, an annual report will be required to document progress on the implementation of the strategic plan and tasks and activities related to it. Each of the Tribal Departments will be required to participate in the preparation of the annual report, under the direction of the Tribal Administrator. The annual report should be a short and easily accessible document that the Tribal Council can use to keep track of the activities of each department within the Tribe in meeting the tasks and timelines laid out in the strategic plan. It should:

- **Adjust** the goals, tasks, and activities of the plan as needed,
- **Report** on the previous year's strategic plan activities,
- **Evaluate** effectiveness in meeting goals, and
- **Schedule** realistically achievable activities for the coming year.

Adjustments to the strategy may be made each year and documented in the annual report. These may be necessary during the course of the year to take advantage of unexpected opportunities or address unexpected problems. Adjustments should be consistent with the overall strategy and documented in the next annual report.

Any change in the number of Tribal staff, or in the capacity of the Tribe to support the strategic plan, should be described in the annual report.

A report of strategic activities undertaken in the previous year should be related to the needs identified in the strategy and to the objectives of the Tribe. The report should contain an evaluation that measures effectiveness in meeting the goals of the strategy and the objectives of the Plan.

For the coming year, a program of activities should be set out in a format similar to the action plan contained in the strategic plan. The details in the schedule of activities should be as definitive as possible and should set the baseline for reporting performance in the next annual report.

APPENDIX:

1. Community Survey Results, 2010
2. Strategic Planning Retreat Agenda
3. Education Goals
4. Transportation Improvement Priorities

Community Survey, 2010



FALMOUTH INSTITUTE

Tribal Action Plan Community Survey

CULTURAL PRESERVATION QUESTIONS

- 1 The Tribe currently has very few members who speak the Kaibab Paiute language. We are interested in learning more about effective language preservation. How do you believe is the best way to pass on the Kaibab Paiute language to tribal members?

Answer	0%	100%	Number of Responses	Response Ratio
Tribal language class			31	54.3%
Taught in schools (daycare, public schools)			14	24.5%
Interactive Electronic games			10	17.5%
Rosetta Stone Language Program			21	36.8%
Other			6	10.5%
		Totals	57	100%

WRITTEN COMMENTS AND SUGGESTIONS

1. Parents/Grandparents need to speak it at home
2. Family speak language in homes
3. The use of today's technology
4. It's dead- identity already lost!
5. The children learn by hands-on methods, not electronic ones
6. Cultural workbooks

Cultural Preservation (Continued)







2

If culturally sensitive areas on the reservation are safeguarded, would tribal members be in favor of allowing public access to specific areas of the reservation for controlled public use such as camping, hiking, horseback riding, etc.?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			24	40.0%
No			36	60.0%
Totals			60	100%

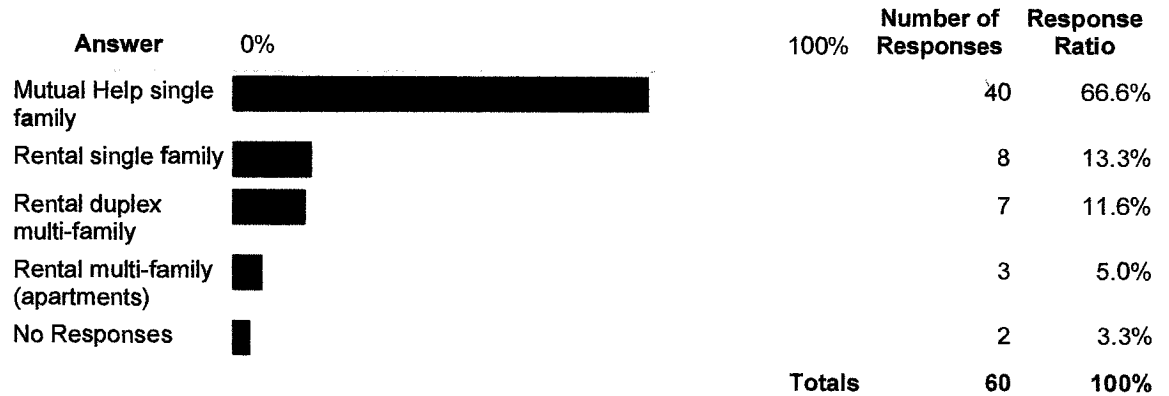
3

What tribal archives and information should be allowed on the tribal Internet website for access by tribal members?

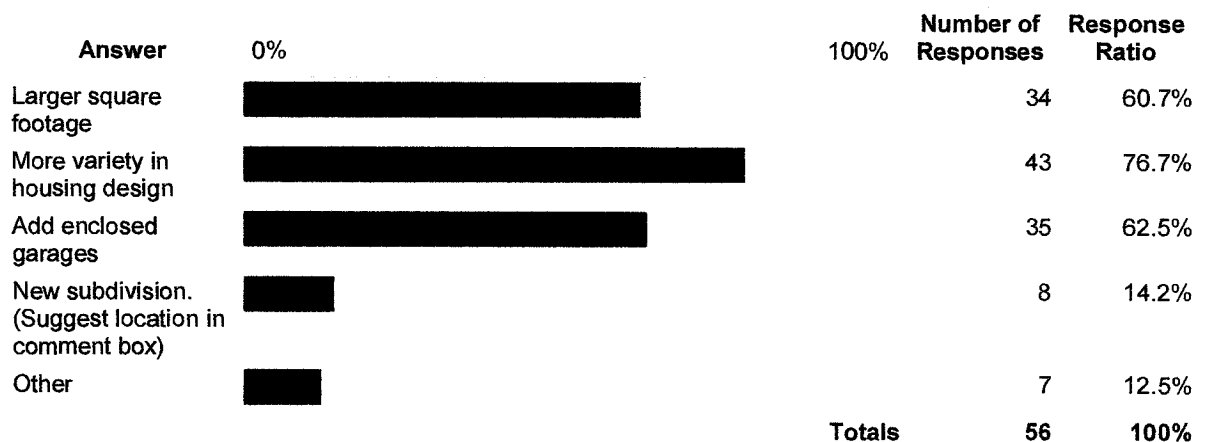
Answer	0%	100%	Number of Responses	Response Ratio
Arts & Crafts			36	62.0%
Tribal Constitution			40	68.9%
Tribal By-Laws			39	67.2%
Tribal Ordinances			38	65.5%
Tribal Council Meeting Minutes			43	74.1%
Genealogy			30	51.7%
Totals			58	100%

HOUSING QUESTIONS

- 4 If given a choice, what type of housing would you live in on the reservation?



- 5 What type of housing improvements would you like to see in the future?

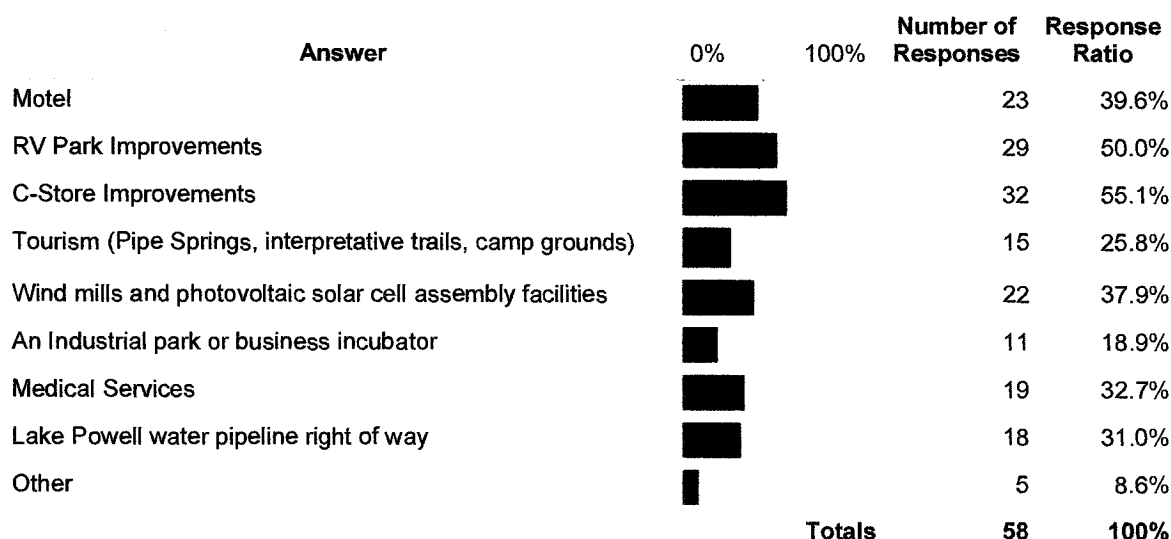


WRITTEN COMMENTS AND SUGGESTIONS

1. Fenced in yards and more trees
2. New roofing
3. More help with mutual help homes remodeling and upgrading
4. More storage
5. Improvements Renovations – of older homes
6. More homes that the Tribal members could buy
7. Storage
8. Storage – better insulated – if bigger harder to keep warm
9. Fredonia
10. Six-mile, that area
11. Between Six-mile and Eagle Mountain Village
12. Use existing lots – don't make new locations
13. Fredonia –mutual help

ECONOMIC DEVELOPMENT QUESTIONS

- 6 The Tribe needs to prepare for the possible reduction or loss of gaming revenues by diversifying its sustainable economic development options. We are interested in learning what you would like to see the Tribe invest in for future economic development. What type of economic development should be allowed?



WRITTEN COMMENTS AND SUGGESTIONS

1. New RV park in Fredonia to catch overflow
2. Carwash and Laundromat
3. Adobe brick manufacturing
4. Storage units, boats, archive space for businesses
5. Small restaurant

Acknowledgments

We appreciate the participation of over 80 community members in this strategic planning effort. Tribal members participated in the public meetings, committee meetings, one-on-one consultations, the Community Survey, the Planning Retreat, as well as providing information, comments and opinions, editorial review of the draft reports and similar activities. Without this input, the plan would have no value.

The Tribal Council and staff have participated throughout and have shown a willingness to listen to the community members in laying out a plan to guide future decision making and actions. The challenge to the Council is to evaluate and adjust the plan over time to meet the goals that have been developed.

We appreciate the partners who have helped us lay out the plan and to offer and provide services and resources to implement the plan. Susan Hammon, Dean, Mohave Community College, and Erik Glenn, Director, Mohave County Cooperative Extension Service, have both offered assistance to the Tribe.

We appreciate the Administration for Native Americans for funding and supporting this project. Particularly we appreciate Mark Allendar for his advice and assistance throughout the process.

We appreciate Falmouth Institute, particularly Richard Phelps, founder and CEO, Tom Wilkins, Development Manager, and Nona Baheshone, Land Use Planner, in their contributions and work in the preparation and completion of the Community Survey.

RezBuilders, LLC, Bob McNichols, pREZident, provided coordination and oversight of the preparation of the plan. He received assistance from RAE Solutions, Robin Evans, Principal, in the compilation, formatting and editing of the plan.

The value of this plan is not dependent upon the work that has been done over the past year but is totally dependent upon work to be conducted by the Tribal Council, staff and community members in the months and years to come. Only by utilizing the plan as a roadmap in the investment of our time, money and resources can we hope to make gains in meeting the needs that have been identified. Persistence and perseverance are required to aggressively pursue the priorities that have been documented. As opportunities arise or problems encountered, adjustments and revisions will need to be made, not ignored.

Tribal Council:

Tim Rogers, Chairman
Teyawwna Pickyaviett, Treasurer
Vivienne Jake – Council Member
Laura Savala – Council Member

Carmen Bradley, Vice-Chairperson
Conrad Humphrey – Council Member
Jacqueline Spute – Council Member

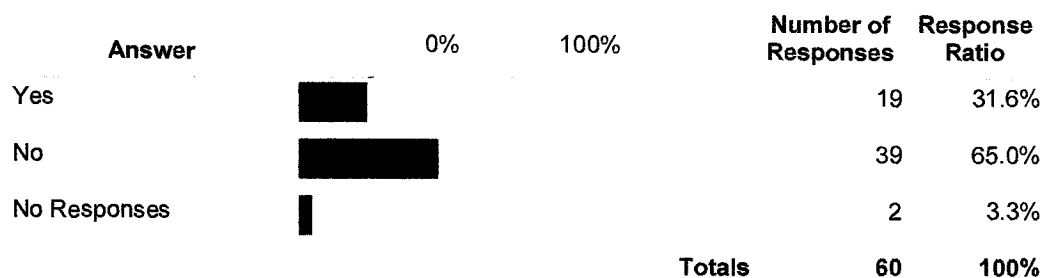
7 What type of micro small business and small business opportunities should be allowed and encouraged?



WRITTEN COMMENTS AND SUGGESTIONS

1. Tourist plaza near store (small rental shops for tribal vendors)
2. Truck stop, jail run by the BIA, tribe renting the building to them
3. Chain restaurant
4. Car wash
5. Invent a "nutrisystem-D" healthy, microwave dinners type of business

8 Small communities can often support individually-owned businesses owned and operated by local residents. Have you ever considered going into your own business on the Kaibab Reservation?



WRITTEN COMMENTS AND SUGGESTIONS

1. Where is the building for such an opportunity?
2. I was turned down.

9 If you answered yes to question #8 above, what type of business would you like to start?

Number of
Responses

14

WRITTEN COMMENTS AND SUGGESTIONS

1. I would start a business selling hand-made crafts, jewelry, photos and postcards of the local scenery.
2. Silk-screen business (t-shirts, sweaters, bags)
3. Art studio / Arts & Crafts shop
4. sales- crafts, thrift store, car wash, laundry mat, storage units.
5. Construction
6. Barista- coffeeshop, sell baked goods and light lunches.
7. I don't know yet, but something people can't live without.
8. Tourism
9. Automotive services or a cafe
10. My consideration was prior to the mobile station-- which included gas/truck/restaurant services-- did not qualify. But did the EIS for the place for funds.
11. Tour/Fast food Training facility for top-end athletes that can get away from the media and can train in an environment that lets them. I have ideas!
12. Grocery store
13. Sell tobacco products Fast food franchise
14. Floral or culinary

10 If you answered yes to question #8 above, what assistance do you need to get your business off the ground?

Number of
Responses

17

WRITTEN COMMENTS AND SUGGESTIONS

1. I would need to learn everything: taxes for owning my own business, copyrights, etc.
2. Time to work on it
3. Seed money and a good site
4. Start-up money, small loan directly from the tribe with a payment plan and the option of directly taking money from per capita.
5. SBA assistance
6. We need the tribe to build the small sales booth they talked about one time at the mobile station for those who want to sell food, crafts or other.
7. Time
8. Money
9. Funding
10. Support, guidance, help from the Tribe
11. Money

12. Nothing now
13. Location and money supply + demand.
14. Tribal support. This will bring us back to who we are- an athletic society! We are not fat.
15. Small business loan
16. Time, I wish I had additional time for all the projects I want to do.
17. Money

11 The Tribe is considering providing financial planning and management classes for tribal members. Are you saving money for retirement?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			19	31.6%
No			38	63.3%
No Responses			3	5.0%
Totals			60	100%

12 Do you have a job?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			38	63.3%
No			21	35.0%
No Responses			1	1.6%
Totals			60	100%

13 How do you perceive your economic status?

Answer	0%	100%	Number of Responses	Response Ratio
Poverty level income			11	18.3%
Low to Moderate level income			27	45.0%
Moderate income			18	30.0%
Upper middle class			1	1.6%
No Responses			3	5.0%
Totals			60	100%

HEALTH CARE QUESTIONS

14 Do you exercise regularly?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			25	41.6%
No			35	58.3%
No Responses			0	0.0%
Totals			60	100%

15 What do you think is the major factor that controls your diet?

Answer	0%	100%	Number of Responses	Response Ratio
Money			16	26.6%
Availability			11	18.3%
Historic family diet			10	16.6%
Nutritional value			19	31.6%
No Responses			4	6.6%
Totals			60	100%




16 What do you perceive that causes diabetes?

Answer	0%	100%	Number of Responses	Response Ratio
Genetics			32	53.3%
Poor Diet			44	73.3%
Lack of exercise			32	53.3%
Totals			60	100%

17 Do you smoke?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			16	26.6%
No			44	73.3%
No Responses			0	0.0%



18 What programs do you think the tribe should offer that would help prevent diabetes?

Answer	0%	100%	Number of Responses	Response Ratio
Structured exercise programs for the youth			22	36.6%
Teach cooking healthy meals			24	40.0%
Other			13	21.6%
No Responses			1	1.6%
Totals			60	100%

WRITTEN COMMENTS AND SUGGESTIONS

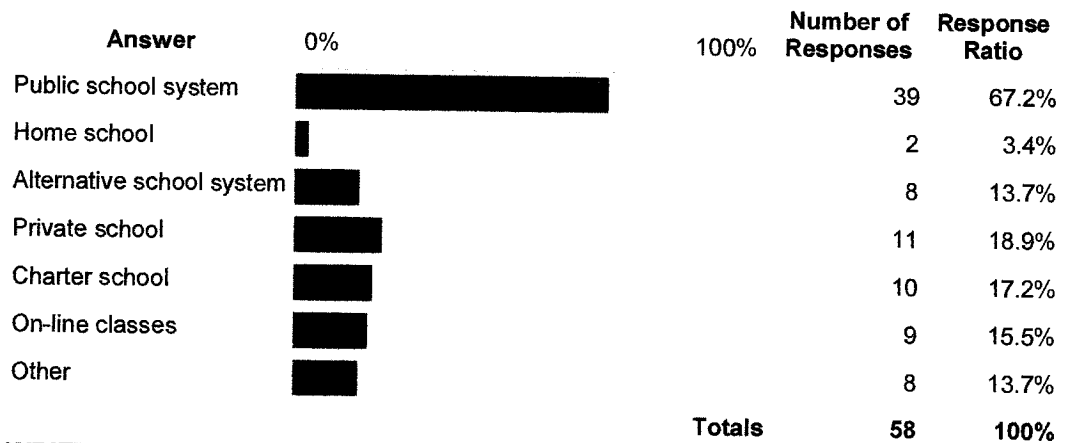
1. Senior exercise classes, family nights promoting exercise, trial gym membership
2. Take time to commit
3. Talk to the people
4. Coming to our house to educate
5. Gym membership
6. Regular visits by CHR Dept. to tribal members
7. Exercise
8. Gross motor development for toddlers, and nutritional guidelines for diet.
9. Travel to the west side of the rez.
10. Diabetes coordinator needs to get out and talk to the community and elders.
11. Alternative, healthy snacks at school and daycare
12. Learning facts about diabetes, the steps aren't explained until you reach stage 5
13. More (daily) information. Stress the seriousness of diabetes.

19 If the Tribe developed a farming project to produce fresh fruits and vegetables, would you be interested in participating in gardening and a farmer's market?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			45	75.0%
No			13	21.6%
No Responses			2	3.3%
Totals			60	100%

EDUCATION QUESTIONS

20 What do you think is the best way to obtain educational achievement?



WRITTEN COMMENTS AND SUGGESTIONS

1. Parenting
2. Our own school for tribal members and other native Americans
3. Parent Involvement. Without parental support and guidance children can fail
4. Classes on self-motivation
5. Continuing education
6. Family and community involvement
7. It's up to the parents; a lot of them don't push their kids to do better.
8. Enrollment in vocational training.

21. What resources should be offered to help tribal members achieve educational goals? Please specify.

Number of Responses


39

WRITTEN COMMENTS AND SUGGESTIONS







1. Teaching them about grants that are offered. Teaching them about online classes. Bringing classes from Mohave Community College out here. Transportation to classes.
2. The resources are already available and easily accessible. Parents need to encourage and motivate their children to use what we have here.
3. Family encourage family members too
4. Most educated members do not come back to tribe. They're not guaranteed the job (it usually goes to an outsider).
5. There's enough resources being offered, but not being used due to lack of interest of obtaining higher education.
6. Funding for those that want to improve themselves.

7. Always have presenters on jobs that are available to Native Americans and other types.
8. Push our children to finish school. Help them with their homework. Always guide them in the right direction.
9. tutoring, financial aid, educational resources (how to apply and how/where to obtain financial aid)
10. Don't know.
11. Resources are currently available.
12. Parent classes to students failing but also for passing students -Time management, organizational skills. -Opportunity for activities outside of school (i.e. sports, music, gymnastics to promote structure and working on a team).Something to help with self-esteem.
13. This should be taught in the home, by the parents.
14. Tutoring and online resources.
15. We already have some things needed, people just don't use them.
16. I'm not sure.
17. Need better parenting-- so classes for parents.
18. Building self-esteem... Learning needed skills to survive on the outside instead of always relying on the tribe for everything.
19. Right now we have a person who has done a good job at this.
20. Better/more tutors
21. Parents' teaching
22. Trust fund gaming. Plans need to be updated and amounts of assistance reviewed.
23. More tutors
24. A position on the Reservation available for them - when finished with education.
25. Computer room in one of the buildings on the reservation.
26. Have a motivational speaker go to the reservation and speak/teach classes.
27. Education money
28. Online classes to help those obtain high school diplomas o college degrees through the Educational Department.
29. Find out what tribal members what to do, what are their capabilities and what they enjoy doing. Provide workshops (i.e. deer tanning), adult classes, apprenticeships/certification classes, etc.
30. We have resources, it's up to parents to take initiative and encourage their children.
31. Provide financial resources to all students willing to pursue education. Possibly award elementary students with a year-end educational trip. Award higher education with funding and hold students accountable.
32. There are resources for education. Tribal members need to take advantage of those resources. It is discouraging to see many of our young people not put education as a priority. There needs to be possibly incentive for students who pass their classes and have good attendance.
33. We already have an Education Director as well as an active Education Committee who have set goals in place to do this.
34. Online classes - time at the library when kids are not in the room - helps people concentrate when the noise levels are low. Information about all the different types of fields of study (i.e. medical billing, teaching assistants, and more).
35. One-on-one help and support through the whole process.
36. Internet, aid in purchasing school supplies, computer programs
37. 1st- A desire to go for higher education. 2nd- Place limit on individual amounts
3rd- Graduate school, keep funding, but have agreement for student to work for tribe for a few years.
38. Librarian and education already exist
39. They already provide classes, but we don't participate.

22 Please check one of the following answers that apply to you:

Answer	0%	100%	Number of Responses	Response Ratio
Enrolled Kaibab Paiute member living on the reservation			44	73.3%
Enrolled Kaibab Paiute member living off the reservation			15	25.0%
Not enrolled living on the reservation			1	1.6%
No Responses			0	0.0%
		Totals	60	100%

23 What is your household size? (Please check only one of the following household sizes)

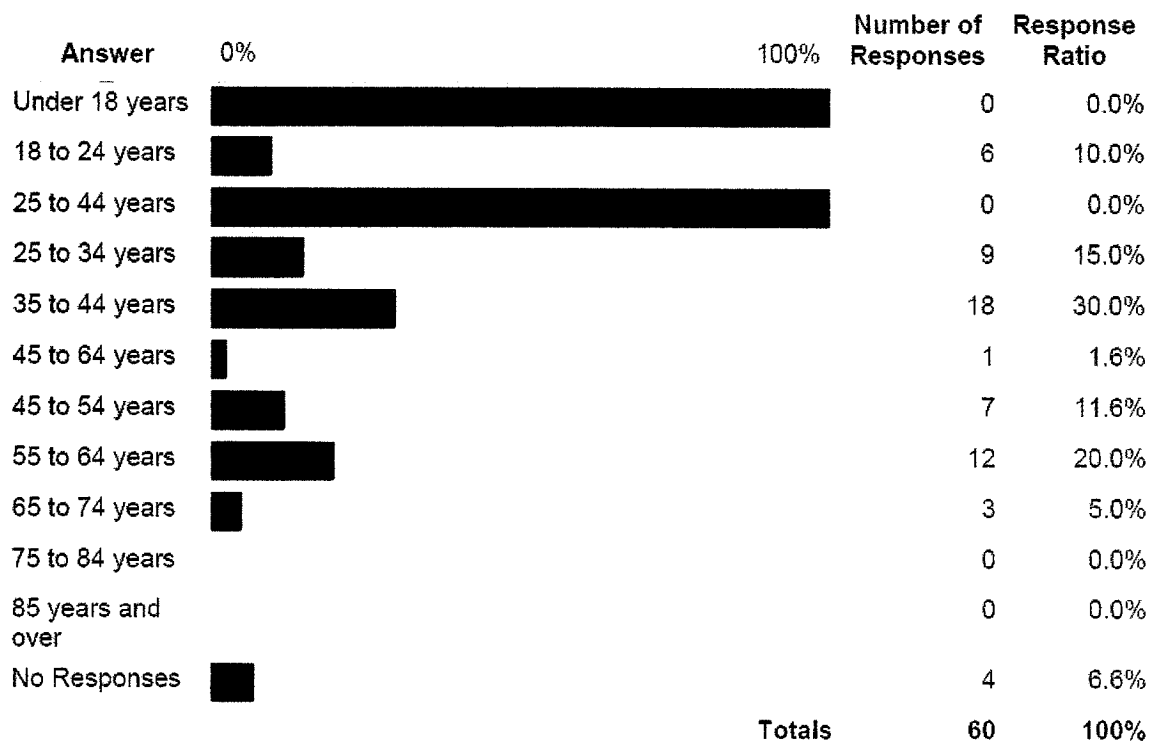
Answer	0%	100%	Number of Responses	Response Ratio
1-person household			9	15.0%
2-person household			16	26.6%
3-person household			6	10.0%
4-person household			16	26.6%
5-person household			9	15.0%
6-person household			4	6.6%
7-or-more-person household			0	0.0%
No Responses			0	0.0%
		Totals	60	100%

24 What is your household income? (Please indicate the number of individuals in the household and enter the circled amount in the comment area)

Answer	0%	100%	Number of Responses	Response Ratio
1 person			7	11.6%
2 persons			14	23.3%
3 persons			6	10.0%
4 persons			12	20.0%
5 persons			9	15.0%
6 persons			4	6.6%
7 persons			0	0.0%
8 persons			0	0.0%
No Responses			8	13.3%
		Totals	60	100%

✓ \$24,150	✓ \$21,000	✓ \$30,200	✓ \$19,550
✓ \$32,600	✓ \$48,300+	✓ \$12,700	✓ \$12,700
✓ \$32,600	✓ \$32,600	✓ \$24,150	✓ \$14,500
✓ \$21,000	✓ \$21,150	✓ \$12,700	✓ \$24,150
more than 48,300	✓ \$30,200	✓ \$38,650	✓ \$43,500
✓ \$30,200	✓ \$27,200	✓ \$24,150	✓ \$21,150
✓ \$43,500	✓ \$19,550	✓ \$18,100	✓ \$12,700
✓ \$48,300	lower than \$12,700	✓ \$12,700	
✓ \$12,700	✓ \$18,100	✓ \$12,700	
✓ \$16,300	✓ \$14,500	✓ \$43,500	
✓ \$27,200	✓ \$24,150	✓ \$52,200	
✓ \$12,700	✓ \$33,800	✓ \$27,200	
more than \$38,650	✓ \$24,150	✓ \$16,300	
✓ \$30,200	✓ \$43,500	✓ \$14,500	

25 What is your age? (Please check only one of the following age group)



26 What is your gender?



Tribal Staff:

Celia Milner, Receptionist
Colette Cox, Education Manager
Karen Glazier, Human Resources
Shirla Bundy, Finance Manager
Lori Tait, CHR Nurse
Wayne Nelson, Economic Devel. Manager
Matt Lyon, Community Devel. Manager
LeAnn Skrzynski, Environmental Manager
Tina Horlacher - LIHTC Housing

Tony Phillippe, former Administrator
Glendora Homer, Cultural Preservation
DeeAnn Multane – Tribal Secretary
Delores Savala – CHR Director
Becky Greenwood – Diabetes & Health
Don Johnson, Housing Manager
Karen Glazier, Human Resources
Penny Keller, Substance Abuse

Community Members and Residents (a partial list of participants):

Lorecia Lopez
Angel Marino
Edna Osife
LeAnn Jake Shearer
Linda Jake
Deborah Guinn
Marisa Ybarra
Maxine Mayo
Angie Bullets
Justin Drye
Denise Spute
May Clanden
Brenda Drye

Frankie Lopez
Rounie Spute
Ona Segundo
Brittanni Wero
Frank Greenwood
Gary Sanden
Manual Savala
Benedict Pickayviatt
Carlos Bullets
Freda Zamora
LaWanda Hills
Gale Stanfield

Facilitators:

Bob McNichols, RezBuilders, LLC
Tom Wilkins, Falmouth Institute

Robin Evans, RAE Solutions
Nona Baheshone, Bahozhoni Development

Partners:

Erik Glenn, University of Arizona, Cooperative Extension Service
Susan Hammon, Dean, Mohave Community College

Others:

Patty Wright, Land and Water, BIA Western Regional Office

27

What are the most important parts of the Kaibab Paiute Comprehensive Plan? (1 - most important and 5 - least important, please put a number for each of the following element)

1 = Most Important

Answer	1	2	3	4	5	Number of Responses	Ranking Score*
Cultural Preservation						51	3.0
Housing						51	3.4
Economic Development						51	3.1
Health Care						51	2.8
Education						51	2.7

*The Ranking Score is the weighted average calculated by dividing the sum of all weighted rankings by the number of total responses.

Answer	1	2	3	4	5
Cultural Preservation	17 (33.3%)	3 (5.9%)	8 (15.7%)	9 (17.6%)	14 (27.5%)
Housing	7 (13.7%)	8 (15.7%)	7 (13.7%)	14 (27.5%)	15 (29.4%)
Economic Development	8 (15.7%)	12 (23.5%)	9 (17.6%)	9 (17.6%)	13 (25.5%)
Health Care	5 (9.8%)	15 (29.4%)	21 (41.2%)	7 (13.7%)	3 (5.9%)
Education	14 (27.5%)	13 (25.5%)	6 (11.8%)	12 (23.5%)	6 (11.8%)

1 2 3 4 5

Answer	Number of Responses	Ranking Score*
Cultural Preservation	51	3.0
Housing	51	3.4
Economic Development	51	3.1
Health Care	51	2.8
Education	51	2.7

WRITTEN COMMENTS AND SUGGESTIONS

1. In order to move forward and get things accomplished our tribal leadership needs to be fixed! Tribal Council needs training in tribal government and leadership skills and communication. Council needs to learn accountability and responsibility.
2. I strongly agree with a statement made regarding how dysfunctional our tribal government is, and that we need to start there first before we can achieve any of these goals.
3. Priority: -Defining Tribal Government -Leadership responsibilities -Right of the people -Defining Sovereignty
4. There is one major exclusion in this strategic planning process - TRIBAL GOVERNMENT IMPROVEMENT. There is a weakness in the tribal leadership and their ability to set a vision and priorities for our tribe. They're dysfunctional and have no experience. They need to learn leadership, create consensus among our people, learn planning and management.
5. All of these go together or relate to each other. Native people are very proud of who they are. Just remember this while you plan.

Strategic Planning Retreat Agenda



Agenda

Kaibab Band of Paiutes Tribal Council and Staff Strategic Planning Retreat February 19-20, 2010 St. George, Utah

Facilitators:

Nona Baheshone, Bahozhoni Development LLC
Bob McNichols, RezBuilders, LLC

Friday, February 19, 2010

Agenda topics

8:00 a.m.	Continental Breakfast	
9:00 a.m.	Welcome	Introductions, Review Retreat Goals & Expectations
9:30 a.m.	SWOT Analysis I	Strengths, Weaknesses, Opportunities, Threats (SWOT) for Economic Development and Housing
10:30 a.m.	BREAK	
10:40 a.m.	SWOT Analysis II	Strengths, Weaknesses, Opportunities, Threats (SWOT) for Education, Health Care, and Cultural Preservation
12:00 p.m.	LUNCH	LUNCH PROVIDED BY REZBUILDERS
12:45 p.m.	Vision for the Future	For Kaibab Reservation For Kaibab Paiute People For KPT Government For KPT Departments
1:15 p.m.	Defining our Values	What is most important to us? What is vital to retain our strength?
1:45 p.m.	Mission	Tribal Council /Government
3:00 p.m.	BREAK	
3:15 p.m.	Mission	What is the Departmental Mission? What are Departmental Goals?
4:00 p.m.	ADJOURN	Dinner on your own

Saturday, February 20, 2010

8:00 a.m.	Continental Breakfast	
9:00 a.m.	Re-cap Friday's Work	
9:15a.m.	Short Term Goals	What do we want to Accomplish over next 1-3 years?
10:30 a.m.	BREAK	
10:45 a.m.	Long Term Goals	What do we want to accomplish over the next 4-7 years?
11:00 a.m.	Strategies for Economic Development and Housing	What do we need in order to accomplish these goals? Who will be responsible for what? By when will actions be completed?
12:00 p.m.	LUNCH	LUNCH PROVIDED BY REZBUILDERS
1:00 p.m.	Strategies for Education, Health Care, and Cultural Preservation	What do we need do in order to accomplish these goals? Who will be responsible for what? By when will actions be completed?
3:30 p.m.	What Comes Next?	What needs to be done to ensure that our efforts over these two days result in action? What else needs to happen that wasn't brought up in the discussions?
4:00 p.m.	ADJOURN	

Education Goals

EDUCATION REPORTS

K-12 GOALS

Short Term – High Priority

Hold quarterly parent meetings.

Attend IEP meetings if necessary. Meet with students with IEP Parents.

Educate parents about special education programs and IEP's. Track to make sure that IEP's are being followed & updated.

Improve tribes relationship with local school districts.

Work with AZ Dept. of Education to secure representation on ~~NAESB~~ school boards.

Open our own school. ~~Envision?~~

100% pass rate for M.S. & H.S. students.

Allow Education director to approve funding requests based on approved policies & budgets.

Increase parent involvement in their students' education over time.

Secure additional funding to provide for students' educational needs.

Develop guidelines for funding programs.

Improve tribes relationship with local schools. MCC & KATC, EWUSD, COUSD, BAE.

Bring a Native American perspective to schools and the community.

K-12 GOALS (continued)

Short Term – Lower Priority

Reward the success of all students.

K-3 focus on reading, writing & math.

Science based programs for all ages.

Work with high school tutor to develop student/parent responsibility.

Create opportunity for increased access to speech therapist for those children who need it.

Ongoing cultural sensitivity training at local schools.

Improve communication between school, parents, Education Director.

Work with individual students who are not on grade level.

Strengthen working relationship of the Education Committee to provide excellent decision making on education issues.

Encourage local school districts to mentor good teachers who make school fun.

Work with parents who are currently home schooling children. Provide resources if necessary.

Encourage all students to participate in educational summer programs.

HIGHER EDUCATION GOALS

Short Term – High Priority

- Get money into the hands of college students fast!
- Make Application process user friendly.
- Increase communication with students.
- Better tracking of student progress success/failure.

Long Term – High Priority

- Increase college student retention rate.
- Increase student use of scholarships and outside funding.
- Advise students throughout H.S., make an education plan and follow through with it.

HIGHER EDUCATION GOALS (continued)

Short Term – Medium Priority

- Start early with H.S. students, create and easy conversion from H.S. to college.
- Educate potential students about the funding application process and what benefits are available to them.

Long Term – Medium Priority

- Increase higher education enrollment by 100%.
- Allow Education Director to prequalify student for higher ed money.
- Provide opportunities for adults on the reservation to take evening classes.
- Create a motivator for young students to transition into higher education.

Transportation Priorities

TRANSPORTATION REPORT

TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

Requisite:

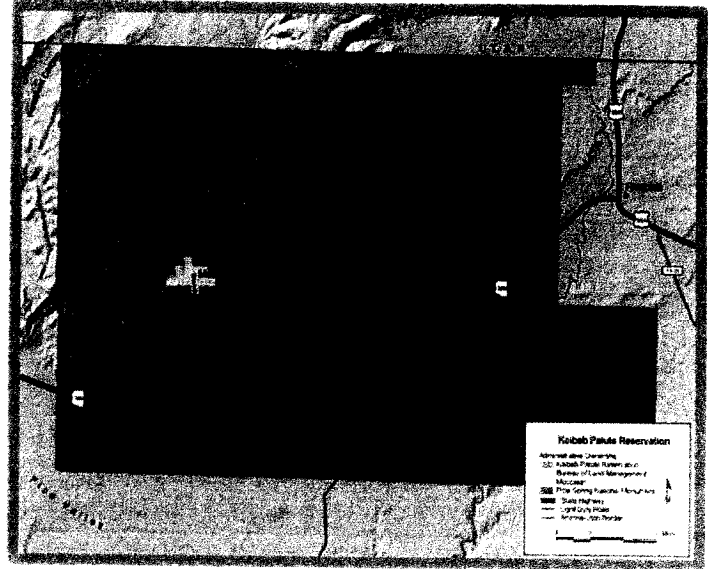
1. List of Priority Projects
2. Project Identification
3. Project Description
4. Project Justification
5. Project Status
6. Funding/Financial Restraints
7. Proposed Annual Expenditures
8. Focus on five (5) year time frame

List of Priority Projects:

1. Cemetery Road and Parking Lot – This project consists of widening cemetery road, placing road base, paving/chip sealing, then striping existing parking lot to provide for approximately 30 spaces.
2. Moccasin Wash Road Bridge Construction – Road leaving Kaibab Village, project consists of reconstructing road culverts; construct low road so that water can flow over the road when it does overflow. And place road base material on approaches to crossing.
3. RV Park Road – The actual RV Park itself, the project consists of paving/chip sealing roadway within the park.
4. Red Hills Housing Area – This project consists of crack sealing the roadway, then paving or double chip sealing the existing roadway. And install speed humps.
5. Juniper Estates Housing Area – The same would for this housing area, the crack sealing of the roadway, then paving or double chip sealing the existing roadway, would also install speed humps.
6. Old Kaibab Village Road and Kaibab Village – This project would entail the same scenario as the above housing areas, would also install speed humps.
7. Steamboat Village – The scenario would be the same as the above referenced villages. This also includes Six mile Village.
8. SR 389 at Six Mile Intersection (IR 50) – to establish a turn lane for left and right hand turns off the State Route.
9. Update Long Range Transportation Plan (20 year) – The need for an updated transportation plan, the latest is dated 1997.
10. IRR (Indian Reservation roads) Inventory – The need to increase the inventory for all roads within the reservation and all routes leading out of the area (To Fredonia and Hurricane, Utah). To increase mileage for additional funding.

Introduction

The Kaibab Indian Reservation is located on the Arizona Strip, in northern Mohave and Coconino Counties, bordering the Utah State line. The Reservation covers 120,840 acres of plateau and desert grassland in the Arizona Strip country. The Reservation is classified as a Category 3 Reservation – a reservation comprised of identifiable trust forest acres lacking a timberland component, and whose forest is considered to be of significant woodland value. The BIA calculates 30,320 woodland acres of which 4,973 (accessible-commercial) acres are considered commercial forest. The main woodland species occurring on the Reservation are western juniper and pinyon pine. Other minor species occurring there are gamble oak and ponderosa pine.



Reservation Boundary Map

The Reservation is comprised of five villages: Kaibab, Steamboat, Juniper Estates, Six-Mile, and Redhills. The non-tribal community of Moccasin is also located within the boundary of the KPT Reservation. Fourteen miles east of the Reservation is the small community of Fredonia, and 21 miles to the northeast is the town of Kanab, Utah. A vast majority of the land is undeveloped. The Kaibab Paiute Tribal lands encompass 360 square miles at an elevation ranging from 5,500 feet to 7,100 feet with a diverse mixture of ecological zones and climates. The population of the Kaibab Paiute Indian Reservation is approximately 250 people.

The Kaibab Paiute Reservation is economically disadvantaged due to its remote location and lack of economic development infrastructure on and/or near the reservation. It is the goal of the Tribe to develop a Strategic Action Plan to meet our most critical needs based on meaningful community participation. The Tribe operates a small farm, a C-Store with fuel sales and a recreational vehicle (RV) park and campground on the reservation. The tribe recently formed the We'ava Kahn Construction Enterprise to build homes and other facilities from compressed earth adobe.

11. Access Road to Water Tanks – This project consists of shaping the existing roadway, placing road base material and either paving or double chip sealing the route.
12. Improve Tribal Farm Road – The need to improve roadway from IR 30 to the tribal farm, this would possibly entail of widening existing road some (4 ft.), placing road base material, and possibly chip sealing the route.
13. IR 50 – This project consists of crack sealing surface, then applying fog seal application to roadway. At later date possibly, double chip seal roadway.
14. Signs – Various IR, replace old, obsolete and worn out signs around the reservation

Project Identification:

Project Number	Project Name	Improvement	Length (Miles)	Responsible Agency
1	Cemetery Road	Shaping, Drain, Crack Seal & Pave	0.25	Tribe
2	Moccasin Wash Bridge IR 30	Reconstruct, Lower Road, Approaches	0.15	BIA
3	RV Park	Pave/Chip Seal	0.25	Tribe
4	Red Hills Housing IR 301	Crack Seal, Pave or Chip Seal & Hump	N/A	BIA/Tribe
5	Juniper Estates Hou. IR 101	Crack Seal, Pave or Chip Seal & Hump	N/A	BIA/Tribe
6	Old Kaibab Village & Kaibab Village IR201	Crack Seal, Pave or Chip Seal & Hump	N/A	BIA/Tribe
7	Steamboat Village IR 401	Crack Seal, Pave or Chip Seal & Hump	N/A	BIA/Tribe
8	SR 389 @ Six Mile Village Intersection	Est. Turn Lane, Pave Route	0.25	State
9	Long Range Plan	Update	N/A	Tribe

10	IRR Inventory	Increase	N/A	Tribe
11	Access Road to Water Tank	Shaping, Drain, Rd Base, Pave/Chip S.	N/A	Tribe
12	Tribal Farm Road IR 30	Improve, Widen, Rd. Base, Chip S.	N/A	BIA/Tribe
13	Six Mile Route IR 50	Crack Sealing, Fog Seal	N/A	BIA/Tribe
14	Signs	Replace various locations	N/A	BIA/Tribe

Project Justification:

The Kaibab Paiute Indian Tribe is planning for the future use and development of its tribal land and surrounding area. Any change in the existing land use would generate new traffic, causing an impact on the Indian Reservation Road system. The purpose of this Tribal Transportation Improvement Plan is to develop a plan for providing transportation facilities within and the exterior reservation that will enable tribal leaders to take advantage of desirable opportunities, and enhance the use of the tribal land by its residents.

Project Status:

At present the Kaibab Paiute Tribe has no "shovel ready" projects on its agenda, due to the slow moving action of funds trickling down, from the Bureau of Indian Affairs to the Indian Tribes for obligation.

The ARRA funds are one-time funds and are not recurring from year to year, as opposed to the regular Highway Trust Funds and TPA. To obligate the ARRA-IRR, you must have an approved TIP that includes the projects you want to work on; and you must have the project(s) "shovel ready", meaning all environmental, biological, cultural resource assessments are completed, and that the tribe has an existing right-of-way filed with the Bureau of Indian Affairs. And the tribe has yet to have any PS&E completed, but the tribe can use the ARRA-IRR funds for design and all clearance work (depending on what the tribal priority is and how you want to use those funds). Also, the tribe must have the ARRA-IRR funds obligated by February 17, 2010, very strong chance of losing funds.

Project Funding & Financial Restraints:

ARRA Money:	Maintenance	\$139,000.00
	Construction	\$ 84,924.00

The regular Highway Trust Funds and Road Maintenance TPA funds have the regular end of fiscal year obligation deadlines (and the IRR funds are normally carried forward to the following year, normally).

BIA/Grant Money	Planning	\$ 271,000.00
	Construction	\$ 114,732.62
	Maintenance	\$ 96,576.18
	Maintenance	\$ 10,000.00

Proposed Annual Expenditures: Pending BIA review of Tribal Plans.

Focus on a Five Year Time Frame: Gathering information for tribal five year time frame plan.

I. Organizational History

The Kaibab Indian Reservation lands are located on Kanab Creek in northern Arizona adjacent to the Utah border on the Arizona Strip. The Kaibab Paiute are members of the Southern Paiute Nation, which is located along the southern Great Basin in San Juan-Colorado River Drainage. Paiutes speak a Uto-Aztecan language along with English. The name Paiute means, "true Ute" or "water Ute," showing the groups' relationship to the Ute Indians of Utah.

Reservation lands total 120,840 acres, straddling Coconino County and Mohave County in Arizona. Elevations range from 7,058 to 4,400 feet above sea-level. The reservation spans semi-arid to alpine lands, dominated by Pinyon pine and Juniper, with many natural springs and several ephemeral washes that feed into the Colorado River.

The Kaibab Band of Paiute Indians is a federally recognized Indian Tribe established by Executive Orders of June 11, 1918 and July 17, 1917 and granted rights in accordance with the Indian Reorganization Act of 1934. The tribe adopted a Constitution and By-laws, approved by the Secretary of the Interior on June 15, 1951, and Amended on May 29, 1965, and then superseded by a revised Constitution on July 14, 1987, which was amended on August 19, 1994; still in force and effect today.

The tribe is governed under its Constitution by a seven-person tribal council which includes the Chairman, Vice Chairman, Treasurer, four council members. The Constitution recognizes the tribal council as the official entity to conduct government business for the tribe.

In the recent past, the tribe has computerized its accounting system and has constructed a new tribal affairs/community services building. Now, the Kaibab Band of Paiute Indians is at a point where one of the primary goals is to create economic development on tribal lands while protecting natural resources.

A. Prior Planning Activities

Three earlier strategic plans were prepared by the Tribe, including the 1980 Overall Community Development Plan (OCDP), the 2002 Strategic Plan, and the 2005 Integrated Resources Management Plan (IRMP). These were used to establish the foundation for preparation of the 2010 strategic plan.

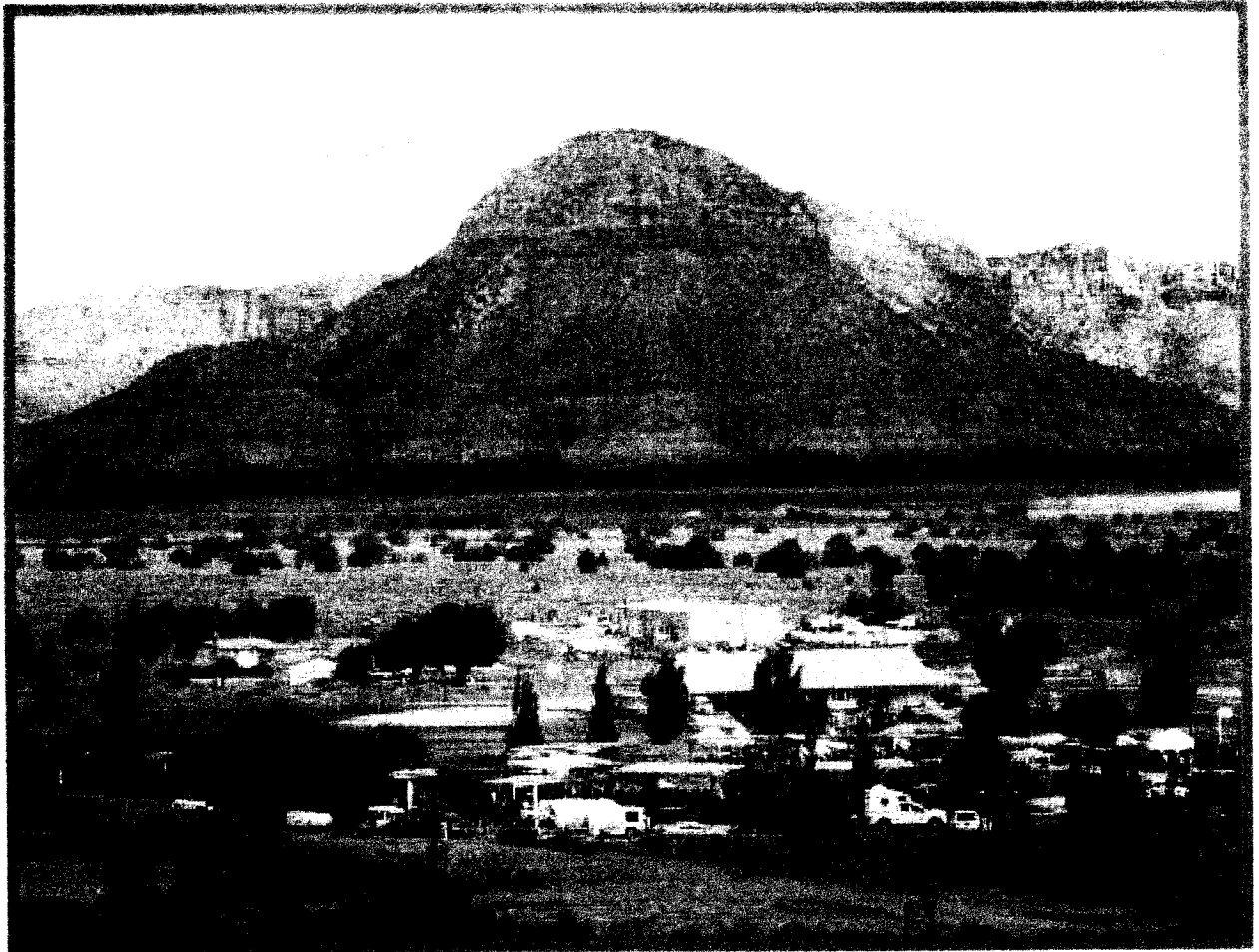
The 1980 Overall Community Development Plan (OEDP) was funded by a HUD 701 Comprehensive Planning Assistance Grant. It is a community level plan based on intensive participation of community members.

The 2002 strategic plan was funded by the Council of Energy Resources Tribes (CERT) and facilitated by the Alire Group Facilitation Services. This plan was conducted producing the following goals:

Kaibab Paiute Tribe Vision - 2002

TOWARD CREATING A HEALTHY STABLE ECONOMY, PROMOTING TRIBAL AND INDIVIDUAL SELF-SUFFICIENCY			TOWARDS ENHANCING OUR FUTURE TOGETHER AS KAIBAB PAIUTE PEOPLE THROUGH EDUCATION, CULTURAL VALUES, BELIEFS AND IDENTITY			TOWARDS PROVIDING A SAFE & HEALTHY ENVIRONMENT & WORKPLACE WITH CULTURAL VALUES FOR ALL AGES		
DIVERSE RELIABLE EMPLOYMENT OPPORTUNITIES RESPONSIVE TO ECONOMIC CONDITIONS	SELF- SUSTAINING AGRICULTURAL ENVIRONMENT	CONTROLLED CULTURALLY SENSITIVE TOURISM	LEVERAGING TRIBAL AWARENESS & INVOLVEMENT THROUGH COMMUNICATION	PERPETUATING PAIUTE IDENTITY IN 21 st CENTURY	TRIBAL-WIDE COMMITMENT TO YOUTH DEVELOPMENT	FACILITATED & INFRASTRUCTURE MEET TRIBAL NEEDS	PROGRAMS & FACILITIES FOR HEALTHY LIFESTYLES	OPTIONS FOR NURTURE CARE & INVOLVEMENT OF ELDERLY
All Programs Adequately Funded	Operating Farm Water Rights Established	Tourist Development New Campground & Guided Tours Using Teens	Tribal Website	Dual Court System, Tribal As Well As Standard Judicial	Daycare/Headstart: Employment, Development, Culture, Language, Education	New Tribal Administration Building	New Gymnasium	"Pe Kah Munts" (Senior Living)
Tribal Construction Company		Tourism Website Tribal Gift Shop In Place of Z.N.H.A		6 Tribal Members w/ Masters' Degrees (Bus. Admin)	Tribal Warehouse			
0% Unemployment on Reservation	Native Seed Farm	Tribally Managed Casino (Strategically Located)		Tribal Arts & Cultural Center	Pride in Traditional Values for Youth			
Manufacturing Plant - 20 Employees		Eastside to Westside Waterline Along Hwy 389	Proactive Marketing Program	Environmental/ Cultural Awareness on "Solid Ground"	Instill in Our Children: Leadership Driven By Education	Electric Plan Generated By Wind	Residential Treatment Center With Adolescent Unit	
Affordable Daycare	"Thunder Mtn. Produce, Inc." Established (85%KPT Workforce)	80% April-Oct. Campground Occupancy	Weekly Community Newsletter	100% Kaibab Reservation Speaking Intro Level Paiute	Youth Program Universal Participation	Energy Efficient (Total) Housing	Health Clinic Separate Facility	New Seniors Center & Programs
Grocery Store East Side of Res. (Tax Free)		Grand Powwows, 1000's of People			Heritage Celebration: Tourism, Cultural Diversity, Celebrity Patron, Community Involvement			
100 Jobs Within Tribe, 80% Filled By Tribal Members	Watershed Forage & Cattle Improvements	Heritage Celebration: Tourism, Cultural Diversity, Celebrity Patron, Community Involvement	Tribal Radio Station (KBAB)	100% Literacy In Paiute Language	60% College Graduation Rate: Teachers, Nurses, Engineers, Mechanics, Counselors, L.E.	Three Apartments		Elderly Complex - Employment, Companionship, Activities, Quality Care, Socialization
Providing Education & Job Trade Skills		Eagle's Nest Moccasin Mtn.: Restaurant, Gift Shop, Live Entertainment, Great View, Conference Rooms, Events			Harmful Addictions At All-time Low			
Independent Businesses	"Kaibab Meat Packing Co." Established	Comprehensive Resort Area: Motel, Tours, Bowling Center, Golf, RV Campground, Horseback Tours, Cultural Experience, Employment		Historical Home Restoration Project	Purchase Land on Kaibab Forest	Employment, Affordable Housing, Singles		
Small Businesses for Tribal Members to Sell Their Arts & Crafts (NPS or Store)		Rehabilitate RV Park, Campground Trails, Tent Sites, Grass, Trees, Fencing, Guided Tours, Walking Path			75% Youth Active in Substance Abuse Prevention & Health Programs			
4 Businesses Owned By Tribal Members								

The Tribe received funding through the Bureau of Indian Affairs to develop an Integrated Resources Management Plan which was completed in 2005. This plan deals primarily with the development and management of natural resources, environmental protection, and cultural preservation. We have included the most significant goals and objectives from the IRMP, in which support has been expressed through public meetings, into this strategic plan.



Kaibab Village

“Strategic actions are directed at addressing the underlying contradictions as well as the vision. An organization which plans only in relation to its vision or goals runs the risk of being overly idealistic and unrealistic. By planning strategically, that is, in relation to its real situation, then it has a chance to realize its vision.”

II. Methodology - Strategic Planning Background

The first step in creating the 2010 strategic plan was to provide the community with an overview of the strategic planning process. The strategic plan lays out a roadmap for positive change within the Tribal Government and its delivery of services to the community. Strategic planning helps an organization to prepare goals and for its employees to work towards the same goals in unity. Strategic planning also allows the Tribe to assess and adjust its direction in a changing environment. It is important for the Tribe to keep its focus on the future while making adjustment to improve its service delivery. Strategic Planning is a tribal management tool, which is used to conduct the following activities:

- Assess the current situation, resources, and assets
- Re-examine the mission, vision, and priorities
- Create a short-term and long-term plan
- Develop projects that address needs and priorities
- Related each project back to the tribe's vision
- Ensure decision-making is consistent
- Identify and resolve important issues
- Meet cultural needs and values

The strategic planning process involves setting goals and developing an approach to achieve those goals. This process produces a set of decisions (strategies) about what to do and how to do it in order to attain organizational success. The following, Chart 1 shows the Strategic Planning Process Model that is utilized in this project beginning with data collection and research. During the February 2010 strategic planning retreat, Tribal participants conducted SWOT Analysis, Visioning, defined a Mission Statement, set Goals, Objectives, and developed Strategies. These were expanded, edited and refined over four additional public community meetings, committee meetings, and one-on-one consultations with tribal members, residents, and staff. All of these elements were incorporated into the 2010 Strategic Action Plan.

Figure 1. Strategic Planning Process Model

